



**YEAR 1 REPORT**  
**AUGUST 2018-JUNE 2019**

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**KAUA'I TOURISM  
STRATEGIC PLAN  
2019 – 2021**

**REFOCUSING TOURISM  
TO FIND BALANCE**



*YEAR 1 SUPPORTED BY*

- **County of Kaua'i**
- **Kaua'i Visitors Bureau**

*Prepared by*

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# INTRODUCTION

## Purpose of the 2019-2021 Strategic Plan and this Report

In August 2018, the *Kaua'i Tourism Strategic Plan 2019-2021* (KTSP) was published. This three-year plan was created to provide a forward-looking approach to tourism and respond to concerns related to an increase in the number of visitors to the island and perceived impacts of tourism on residents' quality of life. The plan focused its key strategies on actions needed to better manage tourism and address challenges related to inadequate infrastructure, resource limitations, staffing needs and communications. The plan also recognized that a deliberate refocus was needed to ensure that tourism, a key sector of Kaua'i's economy, provides positive benefit to residents and visitors alike.<sup>1</sup>

The plan is directed at the visitor industry and partnering agencies and organizations that are instrumental in implementing the actions proposed. As stated in the plan, "It is important to note that this plan was created through a public-private collaboration that has no legal jurisdiction or authority. Its use is voluntary among the stakeholders involved in the plan's development and within the visitor industry in its implementation." It requires ongoing effort to ensure the acceptance of the plan's approach and commitment to its implementation.

This Year 1 report shares the progress made in the eleven months since the plan was completed (August 2018-June 2019). The report provides tourism updates, a summary of progress for each proposed action, a scorecard for each strategy, and lessons learned that can be applied as the visitor industry moves into subsequent years of the plan.

## Plan Implementation Structure

The structure as proposed in the KTSP for its implementation remains in place. It includes a 20-member Steering Committee and five priority area committees, each focused on implementing actions for that priority important to the success of the visitor industry. Committees are composed of volunteers from industry, government, business associations and the community with expertise in the priority area. The strategic priority areas for FY2019-2021 are:

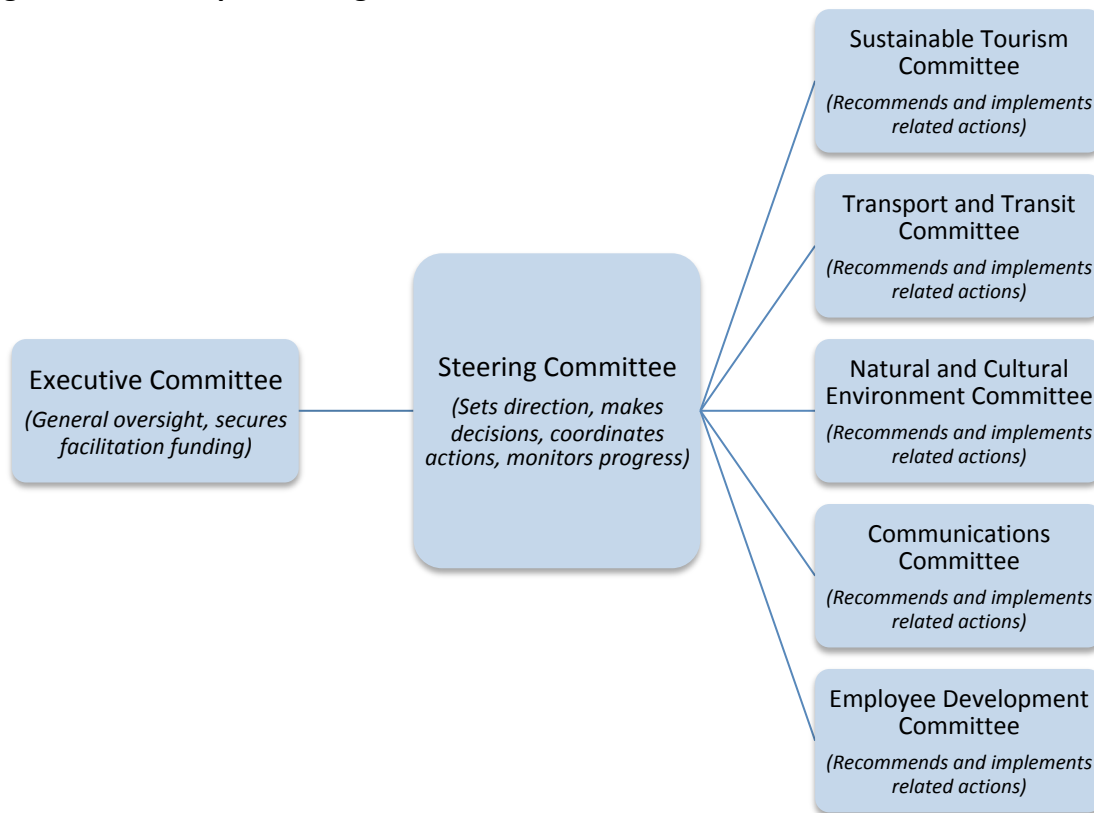
- ◆ Sustainable Tourism
- ◆ Traffic and Transit
- ◆ Natural and Cultural Environments
- ◆ Communications
- ◆ Employee Development

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<sup>1</sup> The Kaua'i Tourism Strategic Plan 2019-2021 may be viewed at <https://www.kauai.gov/Portals/0/OED/Kauai%20TSP-FINAL.pdf?ver=2018-08-28-104652-603>

Figure 1 offers a structural overview of the implementation groups.

**Figure 1. KTSP Implementing Structure**



The Steering Committee meets quarterly, while the priority area committees meet every 2-3 months. An ad hoc committee was formed to work on a specific issue that required participation from across the priority areas. Lists of committee members and meetings held during Year 1 are included as Appendix A and B.

As was intended, the plan has been a dynamic document that has been refined as needed to respond to current and emerging conditions or new opportunities. Changes have been relatively minor; most have been to adjust the activity timelines to be more realistic. The action plans contained in the report are the current versions.

### **Funding for Year 1 of KTSP 2019-2021**

The County of Kaua'i provided a \$20,000 grant to Kaua'i Visitors Bureau to secure staffing support for Year 1. A part-time facilitator was contracted to coordinate and document the meetings.

### **KTSP Relationship to Hawai'i Tourism Authority (HTA)**

Over the past year, the Hawai'i Tourism Authority (HTA) has gained new leadership and is focusing beyond marketing to include destination management. That expanded emphasis has

been welcomed by Kauaʻi’s visitor industry. HTA has taken initial steps to develop a new strategic plan for the state and in June 2019 held a meeting on Kauaʻi to secure input from the island’s industry. This is an important step in harmonizing and coordinating county and state plans to strengthen the industry and its relationship with each island’s community.

## UPDATED KAUAʻI TOURISM STATISTICS

### 2018 Statistics

Kauaʻi Visitors Bureau has provided a summary of 2018 tourism.

- Kauaʻi received 1.377 million visitors.
- The average length of stay was 7.95 days.
- There were 254,000 cruise ship passengers.
- Visitors contributed \$1.998 billion to the local economy.
- Each visitor averaged a daily expenditure of \$194.96.

To understand the change from 2017, the Hawaiʻi Tourism Authority January 31, 2019 press release is useful:

In 2018, both visitor spending (+10.2% to \$2.00 billion) and visitor arrivals (+7.6% to 1,377,777) increased versus 2017. In December 2018, visitor spending declined (-3.5% to \$163.2 million) year-over-year. Visitor days increased (+2.2%) but average daily spending was lower (-5.6% to \$174 per person). Visitor arrivals increased (+1.8% to 118,873), with more visitors from U.S. West (+5.8%) and Canada (+3.3%), offsetting fewer visitors from U.S. East (-1.3%). The average daily census rose 2.2 percent to 30,286 visitors in December.<sup>2</sup>

It is interesting to note that Kauaʻi’s 2018 increase in visitor numbers took place despite three facts:

1. Damaging floods took place in April 2018 in Kōloa and on the North Shore, due to 39 inches of rain in 24 hours; there was one fatality. The road past Hanalei was closed to visitor traffic and beach parks in Hanalei and Haʻena were seriously damaged. The North Shore recovery and road/park repairs have lasted more than one year.
2. Three hurricanes threatened Kauaʻi – Hurricanes Lane, Olivia and Norman – but did not make landfall.
3. Vacation rentals in the Haʻena and Wainiha areas were unable to accommodate guests during the approximately one year the road was closed.

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<sup>2</sup> Hawaiʻi Tourism Authority Press Release “Hawaiʻi Visitor Statistics Released for 2018” dated January 31, 2019

4. No significant infrastructure improvements were made on the island, so road capacity has not increased.

The State highway beyond Hanalei and Ha'ena State Park reopened June 17, 2019. Black Pot Beach Park has not yet reopened as of the writing of this report.

## 2019 Statistics

So how is Kaua'i doing in 2019? The Garden Island headline from the June 1, 2019 offers a quick summary – "Tourism takes a tumble." This is detailed in the latest Hawai'i Tourism Authority figures for April 2019, which shows a marked decline in the number of visitors and visitor spending.

In April (2019), visitor spending dropped (-14.8% to \$134.2 million) compared to a year ago, due to declines in both visitor days (-5.9%) and average daily spending (-9.4% to \$177 per person). Visitor arrivals were down (-4.8% to 106,009), with fewer visitors from Japan (11.7%), U.S. East (-7.9%), Canada (-5.1%) and U.S. West (-0.8%). The average daily census dropped 5.9 percent to 25,290 visitors in April.

Through the first four months, both visitor spending (-6.7% to \$617.7 million) and visitor arrivals (-2.2% to 439,971) declined compared to the same period last year.<sup>3</sup>

The 7.6% level of visitor growth experienced in 2018 is not sustainable for Kaua'i, particularly when one considers the quality of life of our residents or the visitor experience. The industry recognized, however, that tourism on Kaua'i in 2018 was advantaged temporarily by the continuing effects of storms and floods in Puerto Rico and the Caribbean and the volcanic activity on the Island of Hawai'i. Those locations have largely recovered and are attracting visitors, which is likely impacting the down-trending 2019 visitor numbers.

## Additional Contributions of Tourism to Kaua'i

Tourism contributes to the Kaua'i economy in important ways other than visitor spending. For example, transient accommodation taxes (TAT) are collected by the State and a portion is returned to Kaua'i<sup>4</sup>; resorts and vacation rentals pay a higher property tax rate to the County. The visitor industry also partners with and contributes to the community in valuable ways. One example is the May 2019 Visitor Industry Charity Walk on Kaua'i and attracted more than 2,000 walkers and raised a record \$442,000. This will be used to provide grants to the island's nonprofit organizations. The industry also provides volunteers, auction items, goods and services to support community events.

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<sup>3</sup> Hawai'i Tourism Authority Press Release "Hawai'i Visitor Statistics Released for April 2019" dated May 30, 2019

<sup>4</sup> In FY19, Kaua'i received \$14 million of the \$103 million allocated to the counties.

# KAUA'I TOURISM STRATEGIC PLAN GOAL AND OBJECTIVES

Guiding this three-year plan is the following Kaua'i visitor industry goal:

**Our goal** is to refocus tourism to responsibly manage the economic activity of Kaua'i tourism in a sustainable manner while creating memorable experiences for visitors, improving quality of life for residents and ensuring the stewardship of our natural and cultural resources.

Seven broad objectives guide the work undertaken for the Kaua'i Tourism Strategic Plan.

1. Make positive contributions to the quality of life for residents.
2. Collaborate with stakeholders and decision-makers to find a balance to manage visitor impacts on Kaua'i.
3. Increase the economic contribution of the visitor industry to Kaua'i.
4. Increase communications, interactions, and understanding between stakeholder groups, especially between residents and the visitor industry.
5. Maintain and improve visitor satisfaction with their experience on Kaua'i.
6. Reinforce authentic Native Hawaiian culture and local Kaua'i culture, the foundations of our unique sense of place.
7. Contribute to the preservation and enhancement of the natural resources on Kaua'i, including land and ocean.

## BETTER TOURISM MANAGEMENT

A number of strategies and techniques are in development or being utilized to better manage the island's tourism. These include:

- ♦ Gather data for decision-making on tourism numbers and movement at popular park and beach locations
- ♦ Utilize a resource management system to protect the resource (Ha'ena State Park)
- ♦ Require advance reservations for popular parks, trails (Ha'ena State Park)
- ♦ Restrict access or capacity in designated areas (Ha'ena State Park)
- ♦ Charge fees for parking to control number and generate revenue (some County and State parks)
- ♦ Require permits for commercial use of public resources and charge use fees for commercial use of County and State public resources
- ♦ Provide alternative transportation systems (North Shore shuttle)
- ♦ Enlist visitors as stewards of the land during visit (KauaiTravelTips.com and Holo Holo Charters Pono Pledge and Aloha Pledge, for example)
- ♦ Strictly enforce vacation rentals outside Visitor Destination Areas (County Planning Department)

The industry will continue to explore and adapt relevant strategies to improve tourism management.

## YEAR 1 ACTION PLANS

Although there were many issues and trends identified during planning, five priority strategies were selected for the three years of this plan. Action has been taken toward each strategy, though often progress is in the early stages. It should be noted that change takes time and progress is sometimes constrained by available volunteer time, funding and lack of full-time staffing.

The five action plans follow, with Year 1 progress noted for each action step.



## PRIORITY STRATEGY ACTION PLAN – SUSTAINABLE TOURISM YEAR 1 PROGRESS

**Strategy:** Develop the systems, processes, supports, regulations and partnerships needed to support Kauaʻi as a green island that sustainably integrates tourism as an important contributor to the quality of life of residents and offers a satisfying and unique experience for visitors.

**Committee:** Jim Braman, Katy Britzmann, Nalani Brun, Hilmy Dole, Sue Kanoho, Buffy Ofisa, Karen Ono, Mark Perriello, Rayne Regush, Laura Richards, Ben Sullivan, Paul Toner, Denise Wardlow, Marie Williams

**Partners:** CoK Planning Dept., KEDB, HLTA, KIUC, Kauaʻi Chamber of Commerce, Filipino Chamber of Commerce, Kauaʻi Board of Realtors, NHCC, PBRA, NSBC, RCCA, HTA, KVB, OED

#	Planned Action	Lead (L) & Partners (P)	Timeline	Desired Outcome	Year 1 Progress
1	Partner with other counties, agencies, elected representatives, and organizations to establish the County's authority to have a role in decisions regarding the number of flights and air seats coming to Kauaʻi.	L: CoK OED P: Mayor, County Council, State and Federal legislators, Governor, HSAC, HLTA, PBRA, NSBC, RCCA, HTA, HTA, KVB, Kauaʻi CoC, FAA, HDOT	2019: Develop partnership, establish agreement on desired outcomes, create plan, determine if legislative changes are needed 2020, 2021: Implement and assess plan	Kauaʻi is consulted and has a major voice in decisions related to the number of air seats to the island in order to better manage tourism	Attempted to meet with FAA regarding input on number of flights to Kauaʻi but unsuccessful; recognize that HDOT driven in part by revenue gained by increase in air flights; met with Governor to open dialogue for greater communication especially related to airports; will continue to look for ways to gain greater voice

2	Support the County administration in its efforts to reduce or restrict the number of new visitor units for projects that have received entitlements and approvals but are not yet under construction.	L: CoK Planning Dept. P: TSP Sust. Tourism Cte., HLTA, Kaua'i CoC	2019 and ongoing	Planning Dept. finds legal methods to limit new units	Briefed by County Planning Dept. on illegal TVRs outside VDA; have offered to assist as they may need to restrict development of new visitor units until infrastructure is improved; two new projects (Coco Palms and Waipouli hotel across from Plantation Hale) have been delayed or postponed
3	Encourage expanded use of sustainability practices (energy and water use, recycling) among tourism-related businesses to support a green island.	L: CoK Sustainability Coordinator P: CoK OED, Planning Dept., HLTA, PBRA, NSBC, RCCA, HTA	2019: Prepare status inventory; create pilot partnerships 2020, 2021: Prepare operational plan; implement and assess plan	30% of major visitor industry properties are active in the partnership and have implemented one or more sustainability measures	Initial survey for visitor industry businesses has been prepared to assess energy use and waste management; will be distributed in June

4	Participate in developing reporting standards and GHG emissions targets within the local visitor industry that align with goals in the Kaua'i General Plan.	L: OED P: KIUC, HTA, HGG, HLTA, OED, PBRA, NSBC, RCCA	2019: Prepare Visitor industry energy use & GHG Inventory	% of visitor industry businesses voluntarily reporting emissions	See #3 above; standards and targets to be ready by late 2019
5	Participate in and support the County's development of a collaborative waste management strategy for the visitor industry that focuses on management of organic waste and waste reduction over 'universal recycling'.	L: CoK Solid Waste Div. P: HLTA, OED, HGG, PBRA, NSBC, RCCA, HTA	2019: Prepare status inventory 2020: Create partnership and operational plan <del>2020</del> , 2021: Implement and assess plan	30% of visitor industry businesses are active in the partnership and adopt shared best practices.  Best practices have an impact on the overall function of the system, not just on operations at individual businesses	See # 3 above; draft survey of hotel properties has been prepared to assess energy use and waste management; will be distributed in June 2019
6	Advocate for funding to engage experts in tourism management and overtourism strategies to keep pace with industry best practices and guide long-range decision-making.	L: KEDB P: HTA, HGG, HLTA, OED, PBRA, NSBC, RCCA	July 1, 2019 and ongoing	Funding established to draw on as needed during course of this plan	Funding for pilot program to digitally assess tourism numbers and movement at "hot spots" was included in County FY20 budget; Holo Holo Charters created Pono Pledge

7	Advocate for government regulations that: 1) strictly enforce regulations for all alternate accommodations and institute strong penalties for non-compliance, 2) only allow new alternate accommodations in the VDAs in compliance with zoning and density requirements, 3) as accommodations in non-VDA areas change hands, the “alternate accommodations” status expires and is no longer entitled as part of property ownership and 4) explore creating new regulations to disincentivize the purchase of properties as transient vacation units, such as limiting the number of days per year that a property may be rented for transient vacation use.	L: CoK Planning P: KTSP Sust. Tourism Cte., HLTA , KVB, Kaua’i Chamber, CoK OED, County Attorney, Kaua’i Board of Realtors	11/30/2018 –research communities successfully dealing with this issue; create plan to discuss issue and needed legislation in 2019 session with government officials; FY2020 and 2021 - monitor alternate accommodations and suggest needed legislative changes	-New regulations to include: county registration with GET number; local rep contact information; how they will share emergency procedures; protocols for staying in a local community with guests; evidence of property conformance with zoning and safety requirements. -Develop a penalty system with enforcement for those that don’t comply and that operate illegally	Briefed by County Planning Dept. on status of illegal TVRs; support County efforts to identify illegal vacation rentals and enforce regulations; Board of Realtors property managers committee is complying with requirements and supports KTSP
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## PRIORITY STRATEGY ACTION PLAN – TRAFFIC AND TRANSIT YEAR 1 PROGRESS

**Strategy:** Support a comprehensive multi-modal land transportation system that integrates community planning, street design, traffic management, shuttle and transit services, and bicycle and pedestrian travel, in order to reduce traffic congestion, improve safety and provide mobility as a seamless service.

**Committee:** Nalani Brun, Bob Crowell, Larry Dill, Sue Kanoho, Michael Moule, Laura Richards, Neill Sams, Lee Steinmetz, Ben Sullivan

**Partners:** PBRA, RCCA, KBA, NSBC, KVB, County Finance and Planning Departments

#	Planned Action	Lead (L) & Partners (P)	Timeline	Desired Outcome	Year 1 Progress
1	Educate the visitor industry on its role in implementing the comprehensive multi-modal transportation system as outlined in the General Plan and the Short Range Transit Plan (S RTP), and secure broad visitor industry support for the vision.	L: KVB, CoK OED P: CoK Planning Dept., HLTA, Kaua'i CoC, KVB, PBRA, RCCA, NSBC, KBA	Jan. 1, 2019 and ongoing	- Identify resort districts that want to cooperate	Visitor industry informed through KTSP efforts; North Shore properties involved in promoting North Shore shuttle
2	Catalyze innovative solutions, such as rideshare, carshare and bikeshare, to dovetail with the General Plan and Short Range Transit Plan.	L: CoK OED P: CoK Planning, HLTA, Kaua'i CoC, KVB, PBRA, RCCA, NSBC, KBA	Jan. 1, 2020 and ongoing	- Reduce visitor and visitor industry employee use of single occupancy vehicles	Electric bike and car demonstrations held; secured \$100k in County funding for pilot digital data system to count and track visitor movement in "hot spot" areas



3	Support funding and implementation of the North Shore Shuttle as recommended in the Short-Range Transportation Plan, and coordinate with implementation of the Hā'ena State Park Master Plan.	L: CoK Planning Dept. P: NS Comm. Assn., NSBC	12/31/18 – Shuttle and visitor and resident campaign operational 6/30/19 – Long-term funding plan in place FY2020-2021 Understand future phases to coordinate with Hā'ena SP Master Plan	<ul style="list-style-type: none"> <li>- Shuttle operational and congestion reduced</li> <li>- Community supports shuttle at Council when action is needed</li> <li>- Long term funding plan completed</li> <li>- Future phases understood</li> </ul>	North Shore shuttle began operation June 2019 and provides service to Hā'ena State Park; shuttle schedule must adapt to road/bridge repair schedule; project currently supported by County emergency flood funds and shuttle rider fees
4	Participate in researching the use of business improvement districts to fund multi-modal transportation solutions, including resort area shuttles and shuttles from the airport to resort areas.	L: TSP Traffic & Transit Cte. P: CoK Finance and Planning Depts., PBTA, RCCA, NSBC, County Attorney, County Council	6/30/19: Determine viability of action (Go/No Go) If Go, set one up by 6/30/20, one more by 6/30/21	Establish at least one BID to provide funding for BID improvements	Royal Coconut Coast Association is interested in pursuing this and discussions are underway; first step will be for County to pass enabling legislation

5	Engage Po'ipū community and resorts in Po'ipū Road design, parking needs and possible support of landscape maintenance.	L: CoK Public Works P: CoK Planning, PBRA	FY2019-Planning FY2021-Construction	<ul style="list-style-type: none"> <li>- Roadway is rebuilt</li> <li>- Resort community maintains roadway landscaping</li> </ul>	No progress to report
6	Support completion of the Kapa'a Transportation Solutions priority projects as outlined in the General Plan.	L: HDOT	2020: Widening of Kuhio Hwy. (Kuamoo to Bypass); 2025: Add northbound lane to Bypass (Olohena to Kuhio); 2027: Add capacity to Kuhio Hwy. (Wailua River to Kapule)	<ul style="list-style-type: none"> <li>- Kuhio Highway widened (Kuamo'o to Bypass)</li> <li>- Northbound lane added to 'Olohena to Kuhio bypass</li> <li>- Capacity added to Kuhio Hwy. (Wailua River to Kapule)</li> </ul>	Widening of Kuhio Highway (Kuamoo to Bypass) scheduled to bid December 2019
7	Support completion of a shared use lane or path linking Nāwiliwili Harbor with Rice Street.	L: HDOT P: CoK Public Works	2019	Increased safety and opportunity for pedestrians and bike users	Rice Street to Harbor Mall was restriped; travel lanes narrowed to 11', lanes shifted towards hillside to widen shoulder on opposite side for

					bikes and pedestrians; delineators will be added at edge stripe
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## PRIORITY STRATEGY ACTION PLAN – NATURAL AND CULTURAL ENVIRONMENTS YEAR 1 PROGRESS

**Strategy:** Sustainably manage and maintain parks and trails for the safe and responsible enjoyment of residents and visitors.

**Committee:** Nalani Brun, David Buckley, Alan Carpenter, Sue Kanoho, Ce Lucente, Nancy McMahon, Laura Richards, Victoria Wichman

**Partners:** County Parks and Recreation, DLNR State Parks, OED, KVB

#	Planned Action	Lead (L) & Partners (P)	Timeline	Desired Outcome	Year 1 Progress
1	Encourage government agencies and community groups responsible for Kauaʻi's natural and cultural resources to adopt a management framework, with community input, to determine appropriate site capacity and the conservation, preservation and mitigation measures needed to ensure the long-term sustainability of the resource.	L: Nat. & Cult. Env. Cte. P: DLNR State Parks Div., CoK Parks & Rec. Dept., Community	FY2020 and ongoing	Management framework researched and implemented in at least 2 sites	Pilot program to count and track visitors at "hot spots" funded by County Council
2	Work with elected officials to develop dedicated funding to support the long-term maintenance and improvement of infrastructure, parks, trails and cultural sites for the benefit of residents and visitors.	L: Nat. & Cult. Env. Cte., CoC P: DLNR State Parks, County Parks & Recreation	December 2018 and ongoing	New funding source(s) approved for maintenance and improvements	HTA has provided added support for ambassador program; bill (HB333) passed to use a portion of parking fines to support road enforcement
3	Support initiation of the adaptive management of State parks and trail resources, which may include placing limits or restrictions to protect the resource; update the trail map.	L: DLNR State Parks Div. P: County Parks & Recreation,	FY2019: Begin implementing Hāʻena State Park	- Implementation funds secured - Enhanced visitor and resident experience	Haʻena State Park master plan improvements and flood damage repairs mostly

		Nat. & Cult. Env. Cte.	Master Plan	- Resources protected and conserved	completed and park reopened June 2019; capacity limits initiated
4	Encourage revenue generation for ongoing park improvement and maintenance: <ul style="list-style-type: none"> <li>- generate income through fees for out-of-state visitors, grants and voluntary donations</li> <li>- institute a payment system for commercial users to access specified areas as a way to fund improvements and maintenance and to control access to these areas.</li> </ul>	L: DLNR State Parks Div., County Parks and Recreation P: Community, Nat. & Cult. Env. Cte.	State: FY2019, then annually  County: FY2020, then annually	- Implementation funds secured - Enhanced visitor and resident experience - Resources protected and conserved	KTSP supports County and State plans to collect parking fees in parks and user fees from commercial vendors on public lands
5	Advocate for funding for the Hā'ena and Kōke'e State Park master plans and support implementation of the plans.	L: DLNR State Parks Div., P: Legislators, Community, Nat. & Cult. Env. Cte.	FY2019 and ongoing: Hā'ena SP FY2020 and ongoing: Kōke'e SP	- Implementation funds secured - Enhanced visitor and resident experience - Resources protected and conserved	Funding for Ha'ena secured and improvements made; parking fees will help fund Kōke'e and Waimea master plan implementation
6	Support the update of the Nāpali Coast Management plan.	L: DLNR State Parks Div. P: Community, Nat. & Cult. Env. Cte.	FY2021	- Plan completed and approved	Future year – nothing to report
7	Improving messaging and visitor education on natural resource conservation and interpretation: <ul style="list-style-type: none"> <li>- update the trail map</li> <li>- install trail markers</li> </ul>	L: DLNR State Parks Div. P: DOFA, TSP Communicati	FY2020	Messaging and visitor education program completed	County installed interpretive signage; visitor travel tips website in



	<ul style="list-style-type: none"> <li>- place standardized kiosks at trailheads with safety tips, map and interpretive information</li> <li>- use a system, such as social media and QR codes, to share information and messages and provide download access to the system at the airport</li> <li>- encourage visitor guides, boat operators and other tourism providers to present information that increases visitor understanding of Kaua'i's unique cultural and natural environment.</li> </ul>	ons Cte.			development; educational videos (4) being launched
8	Consider areas to expand parks and trails use to mitigate overcrowding and resource degradation.	L: DLNR State Parks Div. P: County Parks & Recreation	FY2021	Phased expansion plan completed and ready when funding available	Future year – nothing to report

## PRIORITY STRATEGY ACTION PLAN – EMPLOYEE DEVELOPMENT YEAR 1 PROGRESS

**Strategy:** Support career exploration and preparation programs that attract new workers to the visitor industry and provide career development opportunities for visitor industry incumbent workers to ensure an available, well-qualified workforce.

**Committee:** Nalani Brun, Peggy Lake, Adele Manera, Marion Paul, Mark Perriello, Samira Siale, Cheryl Stiglmeier, Dawn Taba, Candace Tabuchi (Chair), Rachelle Takashita

#	Planned Action	Lead (L) & Partners (P)	Timeline	Desired Outcome	Year 1 Progress
1	Support Career Connection program for DOE high school students and encourage visitor industry employers to participate.	L: KEDB P: HLTA	FY2019 - provide speakers FY 2020 – expand participation, if KEDB can secure funds	<ul style="list-style-type: none"> <li>- HLTA provides speakers for freshmen</li> <li>- Tourism seen as career path for graduating seniors</li> </ul>	Met with Career Connections staff and offered visitor industry speakers
2	Update the flyer of training opportunities for new and incumbent workers and options for funding to support worker training.	L: OCET P: Emp. Dev. Committee	Annually	<ul style="list-style-type: none"> <li>- Tourism employers use updated list</li> </ul>	Updated flyer completed June 2019
3	Support KCC's HOST program, including the Prior Learning Assessment (PLA) and Early College programs.	L: HOST Program Coordinator P: Emp. Dev. Committee, HLTA	Annually	<ul style="list-style-type: none"> <li>- HLTA shares HOST information with members</li> <li>- Tourism employers share PLA and Early College information with staff</li> </ul>	128 high school students took HOST Early College classes; 5 students graduated from Kaua'i HS with HOST certificate; 2 students took advantage of Prior Learning

					Assessment
4	Continue to support the ClimbHi's Lead, Expose and Inspire (LEI) program for high school juniors and seniors.	L: ClimbHI, HTA P: KCC HOST staff and students	Annually in Spring	<ul style="list-style-type: none"> <li>- Students become interested in tourism careers</li> <li>- Leadership skills of KCC student mentors strengthened</li> </ul>	160 students from 5 high schools participated in career fair with 26 visitor industry booths
5	Explore the advisability of requiring certifications for specific positions in Hawai'i, such as tour guide certification and certification of professional development in customer service.	L: KCC OCET P: HLTA	Certificate programs offered 1-2 times per year	Jobseekers or employees with certifications have career advantage	HTA-funded customer service/tour guide certification program offered twice by KCC OCET; 13 employers sent staff
6	Support UH Business and HOST (including ACC/MKT/HOST/EMBA/MHRM) distance education degree and certificate programs facilitated through the University Center, Kaua'i Community College.	L: UH P: KCC, employers	Courses offered 2 semesters per year	Students able to remain on Kaua'i and earn bachelor's and master's degrees via distance education while working	<ul style="list-style-type: none"> <li>- Number of students in UH Business and HOST distance education programs</li> <li>- Degrees Awarded (Fall &amp; Spring) in Business and HOST through the University Center</li> </ul>

## PRIORITY STRATEGY ACTION PLAN – COMMUNICATIONS – YEAR 1 PROGRESS

**Strategy:** Utilize effective communications with all visitor industry stakeholders – including visitors, residents, elected officials and the visitor industry at large – so all are informed and have opportunities for dialogue to minimize conflicts and improve tourism as a valuable economic contributor.

**Committee:** Nalani Brun, Pamai Cano, Larry Feinstein, Sue Kanoho, Joy Koerte, Veronica Lovesy, Jan TenBruggencate, Beth Tokioka

**Partners:** HTA, HVCB, Mayor, Kaua'i Chamber of Commerce, Kaua'i Business Council, Filipino Chamber of Commerce, Native Hawaiian Chamber of Commerce, Po'ipū Beach Resort Association, Royal Coconut Coast Association, North Shore Community Council

#	Planned Action	Lead (L) & Partners (P)	Timeline	Desired Outcome	Year 1 Progress
1	Educate visitors before arrival through videos and social media, and after arrival through appropriate signage apps, tourism websites and well-informed visitor industry employees.	L: KVB P: HTA, HVCB	12/31/18- new campaign in place; adjust annually	Visitors gain understanding of local residents and culture and respect the environment and cultural sites	KVB is creating four 1-minute videos; HVCB has created cultural videos; KVB is creating website <a href="http://kauaitraveltips.com">kauaitraveltips.com</a> ; Aloha Pledge (North Shore) and Pono Pledge (Holoholo Charters) urge responsible tourism; KCC OCET provides customer service/tour guide certification training
2	Keep residents informed of the role of the visitor industry in the community, solicit input and maintain ongoing communications to solve	L: CoK Mayor, OED P: KVB	Annually, at planned events and	Ongoing two-way communication with residents to	Received approval from The Garden Island for a bi-monthly

	problems and mitigate concerns, recognizing that tourism is a valuable economic contributor.		through timely response to citizen inquiries and complaints	foster understanding of issues, minimize conflict and enlist support for tourism	article to keep the community informed of tourism issues; will start August 2019
<b>3</b>	Educate elected officials on the Kaua'i Tourism Strategic Plan and the long-range vision for Kaua'i tourism and maintain ongoing communications on issues related to tourism and needed policies and regulations.	L: Kaua'i Chamber of Commerce, KBC, Sustainable Tourism Cte. P: KVB	Annually in May and November/early December	Elected officials are well informed to understand and support current and long-range visitor industry issues	Met with Governor, Mayor Kawakami, Managing Director Dahilig and County Council Economic Development Chair Luke Evslin on KTSP and how visitor industry can work with County and State; preparing an employee survey on bus use for the County; KTSP presentation to County Council is scheduled for August 2019
<b>4</b>	Educate the visitor industry, such as at tourism association and employee meetings or through webinars, about the Kaua'i Tourism Strategic Plan and enlist their support and assistance in its implementation.	L: KTSP SC P: KTSP Committees	August 2018 for baseline; June 2019, 2020, 2021	Visitor industry managers are aware of and support the KTSP	KTSP has been shared with HLTA, KVB and KBR members
<b>5</b>	Brief state and county agencies related to tourism about the KTSP and Kaua'i issues related to the industry; enlist them as partners implementing the KTSP.	L: Comm. Cte. P: State and County	Jan. 1, 2019	Relevant agencies aware of and agree to partner	Met with County Planning Dept. on TVRs; several county and state agencies are



		agencies			members of KTSP committees
6	Create activities that bring all stakeholders (including community members, community groups and tourism leaders and staff) together to share updates, data and ideas on Kaua'i's visitor industry.	L: CoK OED P: KVB, tourism and business associations, Kaua'i CoC, NHCC, community associations	June 2019, then annually	Shared understanding and support for the Kaua'i tourism vision and plan	KTSP committee members met with HTA in June 2019 on statewide strategic plan; OED is planning an economic summit in September 2019 and the visitor industry will be among the sectors to be discussed; developing online poll to engage audiences; World Tourism Day event in September will engage youth in discussing tourism issues

## PRIORITY STRATEGY ACTION PLAN – PLAN IMPLEMENTATION YEAR 1 PROGRESS

**Strategy:** Ensure successful plan implementation by coordinating meetings and communications of the Steering Committee and priority strategy committees, tracking progress on action plans, reporting progress and updating action plans when needed.

**Partners:** Project facilitator, Executive Committee (Kaua'i Visitor Bureau, County of Kaua'i Office of Economic Development)

#	Planned Action	Lead (L) & Partners (P)	Timeline	Desired Outcome	Year 1 Progress
1	Contract for services to facilitate and coordinate the work and communications of the Steering Committee and Priority Strategy Committees	L: Executive Committee P: Steering Committee	September 2018	- Steering Committee and Priority Steering Committee members agree to serve for three years of plan	Diane Zachary contracted to coordinate, facilitate and document Year 1 meetings and progress
1	Convene meetings of the committees to discuss and implement the plan's recommendations; track progress on the action plans; and report annually on outcomes	L: Facilitator P: Executive Committee, Steering Committee, Priority Strategy Committees	Annually, hold 4 Steering Committee meetings and an average of 4 meetings for the priority strategy committee	- 75% committee members participate in meetings - Lively and useful discussions - Timely communications to committees - Annual report disseminated - Plan revised if needed	Meetings were well attended; a list of all committee meetings is included in Appendix A; meeting agendas and notes were prepared; this report serves as the annual report

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## SCORECARDS TO MEASURE YEAR 1 PROGRESS

Committees developed scorecards to measure progress over the course of this plan. For each measure, a baseline was established and the most recent information is reported.

Data for several of the measures are in development and will be reported in Year 2 or when available.

It should be noted that the committee found that measures that had been used in previous plans could no longer be used, as information was not available. For example, the Resident Sentiment Survey, prepared for Hawai'i Tourism Authority, no longer reports data by island for many of the questions. This is unfortunate, for that would be useful information to track and report. As a result, measures were adjusted and the committees hope that data for those selected will continue to be available.

The scorecards follow.

## KTSP 2019-2021 Sustainable Tourism – Year 1 Scorecard

### PRIORITY STRATEGY: SUSTAINABLE TOURISM

Develop the systems, processes, supports, regulations and partnerships needed to support Kaua'i as a green island that sustainably integrates tourism as an important contributor to the quality of life of residents and offers a satisfying and unique experience for visitors.

Sustainable Tourism Scorecard				
Action	Measure	Data Year	Desired Change	Year 1 Data
1	Number visitor of air seats	2017: <sup>5</sup> 758,663	Maintain or Decrease	2018: <sup>6</sup> 999,818
2	Number of vacation units outside VDA	2017: <sup>7</sup> 427 legal TVRS and homestays	Decrease through attrition if outside VDA	2018: <sup>8</sup> 442 legal TVRS and homestays
3	Energy use (electricity and propane) by properties participating in pilot program	To be established in 2019	Percentage Reduced	2019: Information not yet available
3, 5	Waste output and diversion by properties participating in pilot program	To be established in 2019	Percentage Reduced	2019: Information not yet available
4	Visitor industry participation in reporting greenhouse gas emissions	To be established in 2019	Reduce Emissions to Meet Target Goal	2019: Information not yet available
5	Visitor industry participation in on-site organics management	To be established in 2019	Increase Participation	2019: Information not yet available
5	Diversion of visitor industry organic waste	To be established in 2019	Increase Diversion	2019: Information not yet available
6	Funding to engage experts on tourism management and overtourism strategies	2017: None	Establish Fund	2019: \$100,000 available for FY2020

<sup>5</sup> Email to Sue Kanoho from Jeffrey Eslinger, Hawai'i Visitors & Convention Bureau, June 12, 2019

<sup>6</sup> Email to Sue Kanoho from Jeffrey Eslinger, Hawai'i Visitors & Convention Bureau, June 12, 2019

<sup>7</sup> Email to Diane Zachary from Mike Laureta, County Planning Department, June 13, 2019

<sup>8</sup> Email to Diane Zachary from Leanora Kaiaokamalie, County Planning Department, November 21, 2018



7	Number of complaints to Planning Department about vacation rentals in neighborhoods	2018: <sup>9</sup> 0 complaints on legal TVRs 26 complaints on illegal TVRs	Reduce Complaints	2019: Information not yet available
7	Visitor industry revenue from GET, TAT, property tax revenue and fines	2017: Not yet established	Increase Revenue	2019: Establishing revenue tracking measures with County Dept. of Finance
7	Residents surveyed: Tourism has brought more benefits than problems	2017: <sup>10</sup> 54% Top and Mid-Range 45% Bottom Tier	Increase Top and Mid-Range Tier	2018: <sup>11</sup> 48% Top and Mid-Range 50% Bottom Tier
7	Residents surveyed: Visitor industry enhances resident's quality of life	2017: <sup>12</sup> 59% Top and Mid-Range 50% Bottom Tier	Increase Top and Mid-Range Tier	2018: <sup>13</sup> 53% Top and Mid-Range 46% Bottom Tier

<sup>9</sup> Email to Diane Zachary from Leanora Kaiaokamalie, County Planning Department, November 21, 2018

<sup>10</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>11</sup> OmniTrak, "HTA Resident Sentiment Survey 2018 Highlights," January 2019

<sup>12</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>13</sup> OmniTrak, "HTA Resident Sentiment Survey Summer 2018," November 2018

## KTSP 2019-2021 Traffic & Transit – Year 1 Scorecard

### PRIORITY STRATEGY: TRAFFIC AND TRANSIT

Support a comprehensive multi-modal land transportation system for residents and visitors that integrates community planning, street design, traffic management, shuttle and transit services, and bicycle and pedestrian travel, in order to reduce traffic congestion, improve safety and provide mobility as a seamless service.

Traffic and Transit Scorecard				
Action	Measure	Data Year	Desired Change	Year 1 Change
1, 2	Number of visitors renting car for only portion of stay in areas with multi-modal system	Year: To be established by 2020	Increase Number	2019: In development
1	Number of visitor industry employees riding bus or shuttle to work	2018: To be established by 2020	Increase number	2019: In development
1	Number of visitor industry employees in carshare or bikeshare programs to get to work	2018: To be established by 2020	Increase number	2019: In development
1, 2	Vehicle miles traveled (VMT) per vehicle <sup>14</sup>	2017: 10,341	Reduce VMT	2018: Data not yet available
3	North Shore shuttle ridership	2018: To be established 2019	Increase shuttle ridership	2019: In development
4	Number of tourism improvement districts in development or operational	2018: 0	Increase number	2019: 1 in development
6	Number of Kapa'a transportation priority projects completed	2017: 0	Increase number completed	2018: 1
6	Travel time on state highway from Kuamo'o Road to bypass road	2020: Baseline to be established	Reduce time	2019: Not yet available

<sup>14</sup> Department of Business Economic Development and Tourism Databook 2017, Table 18-19.

6	Add Sunday and holidays to contraflow schedule	Establish by end of 2019	Reduced travel time	2019: In development
6	Residents surveyed: Tourism on Kaua'i increases traffic problems	2017: <sup>15</sup> 90% Top and Mid-Range 9% Bottom Tier	Increase Top and Mid-Range Tier	2018: <sup>16</sup> 88% Top and Mid-Range 11% Bottom Tier
7	Usage of shared use path/lane linking Nawiliwili Harbor with Rice Street	2018: 0	Upon completion, increase pedestrian and bike use	First usage count will be April 2020

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<sup>15</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>16</sup> OmniTrak, "HTA Resident Sentiment Survey Summer 2018," November 2018

## KTSP 2019-2021 Natural & Cultural Environments – Year 1 Scorecard

### PRIORITY STRATEGY: NATURAL AND CULTURAL ENVIRONMENT

Sustainably manage and maintain parks and trails for the safe and responsible enjoyment of residents and visitors.

Natural and Cultural Environment Scorecard				
Action	Measure	Data Year	Desired Change	Actual Change
1, 3-6, 8	Residents surveyed: Tourism helps sustain Kaua'i's natural resources, parks and cultural sites	2017: <sup>17</sup> 51% Top and Mid-Range 46% Bottom Tier	Increase Top and Mid-Range Tier	2018: <sup>18</sup> 49% Top and Mid-Range 49% Bottom Tier
2	Dedicated funding for State park maintenance and improvements	2018: NA	Funds available annually	2019: New State Park entry and parking fees
1	Site Stewardship agreements in place	2018: State – 6 County - 3	Increase	2019: State - Not available County - 4

<sup>17</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>18</sup> OmniTrak, "HTA Resident Sentiment Survey Summer 2018," November 2018

## KTSP 2019-2021 Employee Development – Year 1 Scorecard

### PRIORITY STRATEGY: EMPLOYEE DEVELOPMENT

Support career exploration and preparation programs that attract new workers to the visitor industry and provide career development opportunities for current visitor industry staff to ensure an available, well-qualified workforce.

Employee Development Scorecard				
Action	Measure	Data Year	Desired Change	Year 1 Progress
1	Number of school/visitor-industry partnerships created through Career Connections at Kaua'i, Kapa'a and Waimea High Schools	2017-2018: 1 (Kaua'i HS)	Increase	2018-2019: 2 (Kaua'i and Waimea HS)
2	Number of visitor industry employees completing KCC tourism noncredit training programs	2017-2018: 22	Increase	2018-2019: 32
3	Number of high school students in HOST Early College courses	2017-2018: 109	Increase	2018-2019: 138
3	Number of students graduating from high school with KCC HOST certificate	2017-2018: 0	Increase	2018-2019: 5 (Kaua'i HS)
3	Number of students using KCC's Prior Learning Assessment (PLA)	2017-2018: 8	Increase	2018-2019: 2
4	Number of students at annual LEI career fair	2018: 180	Increase	2019: 160 (5 high schools)
5	Number of employers participating in OCET Certificate of Professional Development in Customer Service and Tour Guide Certification programs	2017-2018: 6	Increase	2018-2019: 13
6	Number of students in UH Business and HOST distance education programs	2017-2018: 43	Increase	2018-2019: 41
6	Degrees Awarded (Fall & Spring) in Business and HOST through the University Center	2017-2018: 12	Increase	2018-2019: 8
1-6	Residents surveyed: Tourism creates many well paying jobs for residents	2017: <sup>19</sup> 56% Top and Mid-Range 41% Bottom Tier	Increase Top and Mid-Range Tier	2018: <sup>20</sup> 70% Top and Mid-Range 29% Bottom Tier

<sup>19</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>20</sup> OmniTrak, "HTA Resident Sentiment Survey Summer 2018," November 2018

## KTSP 2019-2021 Communications – Year 1 Scorecard

### PRIORITY STRATEGY: COMMUNICATIONS

Utilize effective communications with all visitor industry stakeholders – including visitors, residents, elected officials and the visitor industry at large – so all are informed and have opportunities for dialogue to minimize conflicts and improve

Communications Scorecard				
Action	Measure	Data Year	Desired Change	Actual Change
1	Visitors surveyed: rate overall visit to Kauaʻi	2015: <sup>21</sup> 87% Excellent	Increase Excellent Rating	2018: <sup>22</sup> 83% Excellent
2, 6	Residents surveyed: rate if you feel you have a voice in Kauaʻi's tourism development decisions	2017: <sup>23</sup> 26% Top and Mid-Range 74% Bottom Tier	Increase Top Rating	2018: <sup>24</sup> 39% Top and Mid-Range 57% Bottom Tier
2	Residents surveyed: rate if Kauaʻi is being run for tourists at the expense of local people	2017: <sup>25</sup> 68% Top and Mid-Range 32% Bottom Tier	Decrease Top Rating	2018: <sup>26</sup> 72% Top and Mid-Range 25% Bottom Tier
5	Number of actively partnering agencies and elected officials in KTSP <sup>27</sup>	July 2018: 39	Increase number	June 2019: 40
2, 3, 4 5, 6	Number of educational articles and editorials placed in mainstream media	July 2018: NA	Increase number	In development; baseline in place by June 2020

<sup>21</sup> Qmark Research, Kauaʻi Visitor Survey 2015

<sup>22</sup> Anthology Group, Visitor Satisfaction Survey Study Q1 2018, Q2 2018, Q3 2018 and Q4 2018 prepared for Hawaiʻi Tourism Authority; percentage calculated from averaging data in four quarterly reports

<sup>23</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>24</sup> OmniTrak, "HTA Resident Sentiment Survey Summer 2018," November 2018

<sup>25</sup> OmniTrak, "HTA Resident Sentiment Survey 2017," July 2017

<sup>26</sup> OmniTrak Group Inc. "HTA Resident Sentiment Survey Highlights 2018," January 2019

<sup>27</sup> "Partnering agencies and elected officials" are those participating in KTSP committees, providing input, being engaged in KTSP initiatives, and those supporting recommended program and policy changes

## LESSONS LEARNED

This first year of this plan's implementation has been a learning process for all involved. Among the lessons learned are the following:

- The structure of the KTSP as a public/private initiative is an advantage; it minimizes bureaucracy, stays out of the political realm and can be adapted quickly.
- There is general support for the KTSP approach of taking bold steps.
- It is recognized we need to focus on building even more partnerships to expand the reach of the KTSP.
- Change often takes longer than planned or desired due to bureaucratic and jurisdictional challenges.
- There is a value in meeting personally with key stakeholders to inform them of the KTSP and invite their partnership.
- Community engagement and support remain a challenge; there is no one entity with the responsibility and resources to inform and involve the community in addressing tourism issues and impacts.
- The KTSP seems to have gained wider acceptance as a result of its approach to improving tourism management not just marketing tourism – quality over quantity.
  - There is a shared recognition throughout the state, including at HTA, that we have to focus more on managing tourism.
  - The Kaua'i community agrees that the focus has to be on better tourism management.
- The number of visitors Kaua'i can sustainably accommodate is hampered by the status of its infrastructure; funding for major infrastructure improvements is not anticipated within the next few years.
- Presently there is no holistic system in place to manage tourism numbers and impacts on Kaua'i. The voluntary effort created by the KTSP is a good first step, but additional effort is needed.
- The adaptive management plan developed for Ha'ena State Park with significant community input, and consistent enforcement of the rules developed, can serve as a model for other sites with high usage.
- The dearth of reliable, consistent Kaua'i-specific economic, environmental and socio/cultural data poses a challenge for forward-looking decision-making.
  - Data systems take years to set up and there are many data gaps, but we are getting started or moving ahead.
- Although actions to mitigate the impacts of climate change were not incorporated into this plan, the importance of taking action is recognized and must be addressed.
- It has been essential to have dedicated staffing to monitor and coordinate all committees and activities, facilitate and document meetings and report progress. Staffing was part-time (about 10 hours per week), which posed a challenge. Having a full-time staff person would help spur more progress and improve follow-through.

## SUMMARY

The final paragraph in the *Kaua'i Tourism Strategic Plan* stated:

The success in implementing a plan such as this is limited only by the wisdom, understanding and commitment of those involved. It is now up to the visitor industry and their partners to embrace that challenge.

It has been exciting to see how the volunteer members of the six committees implementing this plan have become advocates for the plan, with a commitment to tackle the often intractable issues the island's tourism faces. Some issues can be addressed through better communication, new legislation or new policies. Other issues are tougher and will require intergovernmental commitment, partnerships and community support. Important steps have been taken over the past year and that momentum will need to continue in the years ahead, along with a realistic assessment of the resources and staffing needed for the plan's success.



## APPENDICES

- A. KTSP Committee Members
- B. Committee Meetings Held
- C. Acronyms and Abbreviations

## APPENDIX A. KTSP COMMITTEE MEMBERS

### Executive Committee

Nalani Brun, Economic Development Specialist IV-Tourism, County of Kauaʻi Office of Economic Development  
Robbie Melton, Director, County of Kauaʻi Office of Economic Development  
Sue Kanoho, Executive Director, Kauaʻi Visitors Bureau

### Steering Committee

Jim Braman, General Manager, The Cliffs at Princeville  
Katy Britzmann, Director of Sales, Grand Hyatt Kauaʻi Resort & Spa  
Nalani Brun, Program Administrative Officer/Tourism Specialist, County of Kauaʻi Office of Economic Development  
Pamai Cano, Director of Human Resources, Kauaʻi Coffee Company  
Amy Chun, Kauaʻi Grown Member, Kauaʻi County Farm Bureau  
Robert Crowell, Kauaʻi District Manager, Hawaiʻi Department of Transportation, Harbors Division  
Sue Kanoho, Executive Director, Kauaʻi Visitors Bureau  
Cesare "Ce" Lucente, General Manager, Outfitters Kauaʻi  
Robbie Melton, Director, County of Kauaʻi Office of Economic Development  
Karen Ono, Executive Director, Kauaʻi Board of Realtors  
Mark Perriello, President & CEO, Kauaʻi Chamber of Commerce  
Laura Richards, General Manager, Hanalei Colony Resort  
Samira Siale, Account Manager-Kauaʻi, Enterprise Holdings  
Melissia Sugai, Kauaʻi Made Program Manager, County of Kauaʻi Office of Economic Development  
Ben Sullivan, Sustainability & Energy Coordinator, County of Kauaʻi Office of Economic Development  
Candace Tabuchi, Assistant Professor, Hospitality & Tourism, Kauaʻi Community College  
Paul Toner, General Manager, Kauaʻi Marriott Beach & Resort Club  
Denise Wardlow, General Manager, Westin Princeville Ocean Resort Villas - CHAIR  
Marie Williams, Long-Range Planner, County of Kauaʻi Planning Department

## **Sustainable Tourism Committee**

Jim Braman, General Manager, The Cliffs at Princeville  
Katy Britzmann, Director of Sales, Grand Hyatt Kaua'i Resort & Spa  
Nalani Brun, Program Administrative Officer/Tourism Specialist, County of Kaua'i Office of Economic Development  
Leonora Kaiaokamalie, Long-Range Planner, County of Kaua'i Planning Department  
Sue Kanoho, Executive Director, Kaua'i Visitors Bureau  
Buffy Ofisa, Kaua'i Regional Director, Kamehameha Schools  
Karen Ono, Executive Director, Kaua'i Board of Realtors  
Mark Perriello, President & CEO, Kaua'i Chamber of Commerce  
Rayne Regush, Chair, Wailua-Kapa'a Community Association  
Laura Richards, General Manager, Hanalei Colony Resort  
Ben Sullivan, Sustainability & Energy Coordinator, County of Kaua'i Office of Economic Development  
Paul Toner, General Manager, Kaua'i Marriott Beach & Resort Club  
Denise Wardlow, General Manager, Westin Princeville Ocean Resort Villas

## **Employee Development Committee**

Peggy Lake, Training Coordinator, Kaua'i Community College-OCET  
Adele Manera, Branch Manager-Kaua'i, Workforce Development Division, Department of Labor  
Marion Paul, Kaua'i Planning & Action Alliance/Keiki to Career  
Mark Perriello, President & CEO, Kaua'i Chamber of Commerce  
Cheryl Stiglmeier, Training Coordinator, Kaua'i Community College-OCET  
Dawn Taba, Instructional Coach, Kaua'i High School  
Candace Tabuchi, Assistant Professor, Kaua'i Community College-HOST – CHAIR  
Rachelle Takashita, Talent Acquisition Specialist, Enterprise Holdings

## **Traffic and Transit Committee**

Nalani Brun, Program Administrative Officer/Tourism Specialist, County of Kaua'i Office of Economic Development  
Robert Crowell, Kaua'i District Manager, Hawai'i Department of Transportation, Harbors Division  
Larry Dill, District Engineer-Kaua'i, Highways Division, Hawai'i Department of Transportation  
Sue Kanoho, Executive Director, Kaua'i Visitors Bureau  
Michael Moule, Chief of Engineering, County of Kaua'i Public Works Department  
Mark Perriello, President & CEO, Kaua'i Chamber of Commerce  
Laura Richards, General Manager, Hanalei Colony Resort - CHAIR  
Neill Sams, Board Member, Kapa'a Business Association  
Lee Steinmetz, Multimodal Transportation Planner, County of Kaua'i Planning Department  
Ben Sullivan, Sustainability & Energy Coordinator, County of Kaua'i Office of Economic Development

## Natural and Cultural Environment Committee

Nalani Brun, Program Administrative Officer/Tourism Specialist, County of Kaua'i Office of Economic Development  
David Buckley, Kaua'i Archeologist, Hawai'i Department of Land and Natural Resources, State Historical Preservation Division  
Alan Carpenter, Deputy Director, Hawai'i Department of Land and Natural Resources, State Parks Division  
Sue Kanoho, Executive Director, Kaua'i Visitors Bureau  
Cesare "Ce" Lucente, General Manager, Outfitters Kaua'i - CHAIR  
Nancy McMahon, Park Planner, County of Kaua'i Department of Parks & Recreation  
Laura Richards, General Manager, Hanalei Colony Resort  
Victoria Wichman, Interpretive Specialist and Archeologist, Hawai'i Department of Land and Natural Resources, State Parks Division

## Communications Committee

Nalani Brun, Program Administrative Officer/Tourism Specialist, County of Kaua'i Office of Economic Development  
Pamai Cano, Director of Human Resources, Kaua'i Coffee Company  
Larry Feinstein, Writer  
Sue Kanoho, Executive Director, Kaua'i Visitors Bureau  
Joy M. Koerte, Partner, Fujita & Miura Public Relations  
Veronica Lovesy, Senior Marketing Manager, Kukui'ula Development Co.  
Jan TenBruggencate, Writer, Island Strategy LLC  
Beth Tokioka, Communications Manager, KIUC

## APPENDIX B. COMMITTEE MEETINGS HELD

<b>Steering Committee</b>	October 22, 2018 January 28, 2019 April 22, 2019 June 17, 2019
<b>Communications Committee</b>	October 4, 2018 January 22, 2019 March 13, 2019 April 29, 2019 June 17, 2019
<b>Employee Development Committee</b>	October 29, 2018 February 4, 2019 April 8, 2019
<b>Natural &amp; Cultural Resources Committee</b>	October 25, 2018 February 19, 2019 May 31, 2019
<b>Sustainable Tourism Committee</b>	October 17, 2018 November 17, 2019 January 29, 2019 March 11, 2019 May 28, 2019
<b>Traffic and Transit Committee</b>	October 9, 2018 December 4, 2018 February 15, 2019 April 4, 2019 June 3, 2019

## APPENDIX C. ACRONYMS AND ABBREVIATIONS

CoC	Kaua'i Chamber of Commerce
CoK	County of Kaua'i
DBEDT	Department of Business, Economic Development and Tourism, State of Hawai'i
DLIR	Department of Labor and Industrial Relations, State of Hawai'i
DLNR	Department of Land and Natural Resources, State of Hawai'i
DOE	Department of Education, State of Hawai'i
GHG	Greenhouse gas
HDOT	Department of Transportation, State of Hawai'i
HGG	Hawai'i Green Growth Initiative
HLTA	Hawai'i Lodging and Tourism Association
HOST	Hospitality and Tourism Program, Kaua'i Community College
HTA	Hawai'i Tourism Authority
HTASP	Hawai'i Tourism Authority Strategic Plan
HVCB	Hawai'i Visitors and Conventions Bureau
KBA	Kapa'a Business Association
KCC	Kaua'i Community College
KEDB	Kaua'i Economic Development Board
KIUC	Kaua'i Island Utility Cooperative
KTSP	Kaua'i Tourism Strategic Plan
KVB	Kaua'i Visitors Bureau
LEI	Lead, Expose and Inspire Program/ClimbHI
Nat. & Cult. Env. Cte	KTSP Natural and Cultural Environments Committee
NHCC	Kaua'i Native Hawaiian Chamber of Commerce
NSBC	North Shore Business Council
NS Comm. Assn.	North Shore Community Association
OCET	Office of Continuing Education & Training, Kaua'i Community College
OED	Office of Economic Development, County of Kaua'i
Parks & Rec	Parks and Recreation Department, County of Kaua'i
PBRA	Po'ipū Beach Resort Association
RCCA	Royal Coconut Coast Association
SRTP	Short-Range Transportation Plan
SC	KTSP Steering Committee
Sust. Tour. Cte.	Sustainable Tourism Committee